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ABSTRACT

Designed to inform the library community about the programs, services, staff, and fiscal status of the Colorado State Library, this annual report includes highlights of the following programs: (1) Public Library Development; (2) School Library Media; (3) Network Development and Automation; (4) Regional Library Service Systems Coordination; (5) LSCA (Library Services and Construction Act) Administration; (6) Strengthening State Library Services; (7) LSCA Projects; (8) Long-Range Planning for Libraries; (9) Institutional Library Service; (10) Colorado Film Service; (11) Library for the Blind and Physically Handicapped; (12) Colorado State Publications; (13) Resource Center; (14) Colorado Literacy Action; and (15) Adult Services. Appendices include listings of the members of the Colorado State Board of Education, the Colorado Council for Library Development (CCLD), the Colorado State Library staff, and the Adult Services staff; a financial summary; a map showing the state's library systems; and an organization chart. (KM)

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# ANNUAL REPORT
# COLORADO STATE LIBRARY
# 1986

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COLORADO
STATE
LIBRARY
201 East Colfax Avenue
Denver, Colorado 80203

# INTRODUCTION

In November 1985 the State Library offices joined the Colorado Department of Education as renovation of the State Office Building at 201 East Colfax Avenue in Denver was completed. The Resource Center, Film Service and Adult Services are located on the first floor; LSCA, Library Development, and State Library Administration occupy the third floor.

With the resignation of Anne Marie Falsone effective February 28, 1986 Commissioner of Education Cal Frazier requested that the State Library Management Team assume responsibility for management of the State Library on an interim basis. Management Team members are: Barbara Eaton, Barbara Goral, Keith Lance, Priscilla Linsley, Jean Major, and Jim Schubert. Since we all have ongoing programmatic and administrative duties requiring attention, the new management responsibilities were distributed among all six members.

Much of the Management Team's business is conducted at weekly meetings. These meetings are chaired on a rotating basis and decisions are reached by consensus. Agendas and minutes are published to encourage staff input and feedback. The shared responsibilities and the shared decision-making structure that we were given have required a high level of cooperation among members and a willingness to compromise.

Another benefit of the Management Team approach has been our increased knowledge of both the administrative details and the broader issues in which the State Library is involved. We have placed a high priority on communicating that information to the library community. In particular, we have begun submitting quarterly narrative and fiscal reports on our programs to the Colorado Council for Library Development.

This annual report represents a broader effort to inform the library community of our programs and their services, of our staff and their accomplishments and of our fiscal status. The document itself, as well as the activities it enumerates, are the contributions of a talented and hardworking staff. In addition, we wish to thank the many committees and individuals representing the library community for the time, energy, and talent they have contributed to the development of our programs. We ask that you continue to work with us toward the improvement of library services in Colorado.

**The State Library Management Team**

# 3 PROGRAM HIGHLIGHTS

The Colorado State Library is committed to providing consulting, direct services, and programs to all types of libraries. These activities support public education, service, information access, resource sharing and coordination as libraries throughout the state endeavor to share expertise and experience.

***Public Library Development***
***School Library Media***
***Network Development and Automation***
***Regional Library Service System Coordination***
***LSCA Administration***
***Strengthening State Library Services***
***Long Range Planning for Libraries***
***Institutional Library Service***
***Colorado Film Service***
***Library for the Blind and Physically Handicapped***
***Colorado State Publications***
***Resource Center***
***Colorado Literacy Action***
***Adult Services***

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## Public Library Development

1986 was the first year in several that a State Library program was devoted solely to public libraries. In an effort to reconnect CSL with public libraries throughout the state, each Regional Library Service System and 40 percent of Colorado's 133 public libraries were visited by the Public Library Consultant. As a result it is readily apparent that professionalism, dedication and enthusiasm abound in Colorado's public libraries.

Program highlights include implementation of the first statewide public relations campaign designed to promote all types of libraries. "Libraries: Part of Your Life" posters, bookmarks, radio and television public service announcements were produced and widely distributed. As an outgrowth of library public relations initiatives, four libraries passed mill levy increases totaling $10 million.

The public library program aided libraries in assessing the value of library district formation by providing personal consulting, the library district fact sheet and map.

Craig and Meeker were two of eight sites in four states to receive a four-year $4.1 million Kellogg Grant. Funding will be utilized to develop local public libraries as community information and learning centers via state-of-the-art technologies. In addition, 25 counties shared $131,726 in County Equalization Grants distributed by the State Library.

The State Library co-sponsored the "Let's Talk About It" reading and discussion programs with the Colorado Endowment for the Humanities. Fifty discussion programs at ten public libraries were made possible through an $18,500 grant from the American Library Association and the National Endowment for Humanities, local funds, and substantial in-kind support.

## School Library Media

For the first time accountability audits of school districts focused on school library media programs. Accountability workshops were held in seven Regional Library Service System locations and five year plans for school library media programs are underway throughout the state.

A thorough review of certification rules for the school library media endorsement was conducted. Recommendations for revisions of certification rules and accreditation rules were delivered to the State Board of Education.

COLORADO QUEST, the first statewide summer reading program, featured materials designed specifically for Colorado libraries. A basic kit was provided for 130 participating libraries; funding was through LSCA.

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## Network Development and Automation

The development of automated networking among Colorado libraries continues through the activities of the Network Implementation Council (NIC), several LSCA and MURLS-funded projects, and the initiatives of Regional Library Service Systems and individual libraries. Under the direction of NIC, an anlysis of telecommunications options was undertaken. The results were published by the State Library in the document, **Telecommunications Study for Colorado Libraries.**

The Plains and Peaks Library Network and Pueblo Library Network have expanded membership and enhanced services. These networks utilize the automated systems of the largest public libraries in their regions (Pikes Peak and Pueblo respectively) as the core of the network, with member libraries linked to the database of the public library system for access to holdings information. Central Colorado RLSS continues to operate an ILL Round Robin for its member libraries with local systems, as well as introducing a bulletin board service for its membership.

The State Library continues to administer, and in some cases to fund, tools and services in support of network activities. These include the Colorado Resource Center located at Denver Public Library, the Payment for Lending program, the EasyLink electronic mail network, and the Colorado Union Catalog.

## Regional Library Service Systems Coordination

Colorado's seven multitype library systems conduct programs in interlibrary loan, continuing education, and consulting, as well as individual programs unique to each system. The State Library maintains close liaison with the Systems, provides support to their programs, and monitors the expenditure of the State's appropriation of $1.2 million for their financial support.

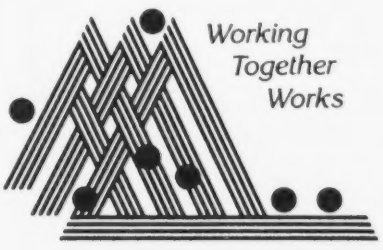
A highlight of Systems' liaison program has been a celebration of the ten year anniversary of the legislation establishing multitype systems in Colorado. Conference sessions advocating multitype cooperation were offered at the joint conference of the Colorado Library Association and the Mountain Plains Library Association.

In commemoration of the anniversary, a special issue of **Colorado Libraries** was devoted to exploring the genesis and present vitality of Colorado's Systems; a history of System development was published separately. Additionally a pictorial and narrative brochure was produced outlining the multitype library systems in actual operation.

Other publications include:

**Regional Library Service Systems Handbook.** Edited by Susan Y. Case. Denver: Colorado State Library, 1986.

**Working Together Works: Colorado Regional Library Service Systems 10th Anniversary, 1976-1986.** Denver: Colorado State Library, 1986.



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## LSCA Administration (Library Services and Construction Act)

This project is responsible for administration of the federal Library Services and Construction Act program. Activities include: applying for and receiving funds from Washington; developing and implementing procedures for application and distribution of these funds within Colorado; monitoring funded projects; and reporting problems and accomplishments to the Federal Program Office.

During 1986 the LSCA Long-Range Plan was completed and accepted by the Federal Program Office. Automated grant monitoring procedures were developed.

## Strengthening State Library Services

Preparing and distributing information, products and services to the Colorado library community and citizens of the state is the primary purpose of this project. The program is also responsible for liaison with the Colorado Council for Library Development (CCLD).

Accomplishments for the past year include completion and distribution of the Colorado Union Catalog (CUC). The supplement to the 4th edition was published in 1986. It contained 1,024,287 records on 1551 microfiche. Two hundred and seventy-five sets were printed; 200 sets were distributed among the seven regional library service systems. The system office in turn disseminated the sets throughout their systems.

Other LSCA activities include publication of the CSL newsletter, Continuing Education Calendar and JOBLINE. Exhibits and programs were presented at Colorado Library Association and Colorado Educational Media Association. LSCA staff participated in long-range plan, public relations meetings and statewide literacy workshops throughout the year. Procedures were established for intra-office fiscal control and planning and a funding workshop was developed. A CCLD handbook was prepared for members.

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# LSCA Projects by Title

## TITLE I

Title I provides funds for Public Library Services. 1985 LSCA funds were distributed to:

• **IRVING** *(not an acronym)* - $291,921

Libraries included in this grant are:

***Denver Public Library***
***Jefferson County Public Library***
***Aurora Public Library***
***Boulder Public Library***

The IRVING libraries seek to increase the effective sharing of library resources to libraries and library users via use of the IRVING networking technology. This technology allows communication and access to the data base of dissimilar computer systems located in the participating libraries. The expansion of the network, through the addition of the Boulder and Denver/CARL library systems to the IRVING network, enhanced resource access.

• **MARMOT** *(not an acronym)* - $196,218

Libraries participating in this project are:

***Durango Public Library***
***Eagle County Library***
***Garfield County Public Library***
***Mesa County Public Library***
***Montrose Library District***
***Pitkin County Library***
***Summit County Library System***
***Vail Public Library***

The MARMOT project will make the Western Slope public library bibliographic data on the Colorado OCLC tapes directly accessible to the public by means of a public access catalog consistent with standards established by the Colorado Library Network Development Committee.

It will improve the speed of materials delivery by improving access to the public libraries' databases, electronic transmission of their interlibrary loan requests, and access to data regarding availability of materials. Lateral resource sharing between nearby public libraries will also improve.

• **MURLS** *(Major Urban Resource Libraries)* Program

| | |
|---|---|
| Denver Public Library | 39,136.40 |
| Jefferson County Public Library | 39,136.40 |
| Aurora Public Library | 39,136.40 |

MURLS funds from these libraries were used in the IRVING Project.

**Pueblo Library District** - $39,136.40

The purpose of this grant is to enhance and promote networking activities between the Pueblo Library District and Arkansas Valley Regional Library Service System.

A terminal at the Arkansas Valley Regional Library Service System (AVRLSS) enables the System staff to search the collection at the Pueblo Library District and allows all network participants to communicate electronically between the ten members of the Pueblo Library Network, Pueblo Library District, University of Southern Colorado, Pueblo Community College, District 60 high schools (4), District 70 high schools (2) and Arkansas Valley.

**Pikes Peak Library District** - $39,136.40

A computer link between the CARL computer system in Denver and Maggie III, the computer system at the Pikes Peak Library District in Colorado Springs will be established. Software to monitor the use of databases (library catalogs and information files) at both sides will be developed.

Funds will be utilized to maintain direct connect, leased line access to Maggie III from the United States Air Force Academy Library and the University of Colorado at Colorado Springs Library.

## TITLE II

The Title II (public library construction) component of the Library Services and Construction Act is designed to aid public libraries build new facilities, add to existing facilities and remodel present buildings.

**Title II Awards**

| | |
|---|---|
| Idaho Springs P.L. | $ 28,200.00 |
| Douglas County P.L. | 100,000.00 |
| Yampa P.L. | 11,307.85 |
| Bud Werner Memorial Library | 35,903.00 |
| Pine River P.L. | 3,468.00 |
| Boulder P.L. | 4,396.00 |
| Longmont P.L. | 50,463.00 |
| Stratton P.L. | 5,750.00 |
| Jefferson County P.L. | 13,658.00 |
| Park County P.L. | 5,400.00 |
| Lyons Depot P.L. | 22,057.35 |

In 1985-86 Colorado awarded $280,603.20 in federal funds to eleven projects. This money was matched (as required by law) with $963,160.40 from local funds. Projects ranged from new library buildings to the remodeling of a train depot's baggage building to enlarge an existing library.

## TITLE III

Title III covers cooperative (multitype library) services.

• **MARMOT** - $204,748

Libraries included in this grant are:

***Adams State College***
***Colorado Mountain College***
***Colorado NW Community College***
***Fort Lewis College***
***Mesa College***
***Mesa County Valley SC #51***
***Pathfinder Library System***
***Southwest Library System***
***Three Rivers Library System***
***Western State College***

A major goal for this project is to provide on-line network access to Western Slope library collections for all of the residents of the state of Colorado. A secondary goal is to provide access to the collections of metropolitan libraries for Western Slope academic and school libraries.

This project is intended to maximize use of Western Slope library resources before accessing other libraries in the state. It will also provide improved access for other Colorado libraries to the many valuable materials in Western Slope library collections.

# Long Range Planning For Libraries

The State Library is formulating a long range plan for library development in Colorado. A primary objective is to implement a statewide planning process.

A survey of staff from all types of libraries was completed in February 1986. Fourteen meetings hosted by the seven Regional Systems' offices were held between March and June 1986. Two hundred librarians, board members and citizens discussed issues related to funding, automation, continuing education and collection development.

CSL task forces will draft the Plan for review by staff, Systems Directors, and the Long Range Planning Committee. The results will be reviewed at seven system-level hearings. Finally, the plan will be presented to the State Board of Education for endorsement.

The program has developed and provided data services and information to libraries at all levels, and disseminated statistics and input-output measures to public libraries. 1985 data for 127 public, 822 school and 59 special libraries has been entered into databases. Colorado has joined the American Library Association's pilot project to develop a national public library database.

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## Institutional Library Service

The institutional library program provides consulting assistance and direct library service to state-supported residential institutions operated by the Departments of Corrections, Institutions, Social Services, and Higher Education. These services include direct purchases of library materials for all institutions from a state appropriation, provision of LSCA grant funds to institutions for the improvement of library services, consultation and library planning assistance for institution administrators and library staff, continuing education and training, and actual operation of prison libraries in Canon City and Buena Vista adult correctional facilities.

During fiscal 1986, approximately 5600 books, 353 periodical subscriptions, and 63 audio-visual materials were purchased with state funds and added to institutional library collections. Eight LSCA grant projects enhanced institutional libraries by purchasing materials in the areas of reference, ethnic culture and heritage, high interest/low vocabulary, sexual abuse, career awareness, and recreational reading. Twenty-three institutional staff attended grant proposal-writing workshops conducted in Denver and Pueblo by the project manager and the LSCA consultant.

Prison circulation statistics illustrate per capita book circulation ranged from 3.2 to 16.2 times that of the average public library in Colorado. Prison libraries sponsored special educational programming including films, guest speakers, workshops, and discussion groups. Planning occurred for library services at a new medium security prison under construction near Ordway.

LSCA funds were distributed to:

| Agency | Amount |
|---|---|
| Fremont Correctional Facility | $ 7,213.00 |
| Shadow Mountain Correctional Facility | 12,500.00 |
| Buena Vista Correctional Facility | 7,727.00 |
| Wheat Ridge Regional Center for the Developmentally Disabled | 6,660.00 |
| Centennial Correctional Facility | 6,500.00 |
| Division of Youth Services | 15,500.00 |
| Zebulon Pike Detention Center | 2,200.00 |
| Colorado State Hospital | 8,700.00 |

## Colorado Film Service

The Colorado Film Service (CFS) was transferred from the Denver Public Library (DPL) to the Colorado State Library in January of 1986. The transaction was negotiated when DPL announced it would close its film center.

CFS utilizes a computerized booking system and orders are taken by mail, telephone, or electronic mail. An answering machine records messages 24 hours a day, seven days a week.

The film service serves the needs of Colorado schools, community organizations, churches, institutions, businesses, libraries and individuals. Major emphasis during the first year has been on evaluating user needs and publishing a new catalog.

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## Library for the Blind and Physically Handicapped

The Colorado State Library for the Blind and Physically Handicapped provided services to approximately 5,000 blind, physically handicapped, and reading disabled individuals, as well as 259 institutions in the state. Two hundred and sixty thousand recorded books and magazines were circulated this year.

LBPH participated in the "Colorado Quest" summer reading program. Twenty children enrolled and read 319 books for incentive prizes. "Book It," a fall reading program, co-sponsored by Pizza Hut, enrolled forty children.

The year was notable for the volunteer program because of the increased number of community service workers utilized. The Reach Out program visited ninety-four new patrons in the metro area, and a new twelve-man equipment repair group worked an additional morning each week. The number of hours contributed in 1986 by 160 volunteers totaled 16,000 hours.

## Colorado State Publications Diamond-Silver Jubilee

1986 marks 125 years of state publications collection and distribution at the Colorado State Library. The Depository and Distribution Center collects, organizes and distributes Colorado publications from state agencies, the General Assembly, the Governor's office, the Supreme Court, boards and commissions, and state-supported colleges and universities. Microfiche copies are distributed to 20 State depository libraries strategically located throughout Colorado, to the Center for Research Libraries in Chicago and the Library of Congress in Washington, D.C.

SPDDC has established a statewide plan for collecting and disseminating publications from all levels of government and has published the following during 1986: **Index to Colorado State Publications: Five Year Cumulation; Checklist of Colorado State Publications Available in Microfiche; Information Colorado: Service to Libraries; Information Colorado: State Government Services;** and **Information Colorado: Services for You.**

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## Resource Center

The Colorado Department of Education Resource Center opened in December of 1985 to provide internal information services to CDE staff. In the seven months from its opening through June 30, 1986 the Resource Center concentrated on establishing basic "special library" services to staff including reference, bibliographic database searching, current awareness, and document delivery. In addition, technical services activities such as serials control, on-line OCLC cataloging, and government document check-in were organized. The Department's audio-visual equipment was centralized under Resource Center management, and a collection evaluation project was initiated. Outreach activities have included open houses, orientation sessions and a bi-weekly newsletter announcing new publications.

Resource Center materials include the State Library professional collection of serials, monographs, and a vertical file on librarianship. The Center also serves as a public access point for the State Publications Depository and Distribution Center.

## Colorado Literacy Action

Colorado Literacy Action is a statewide literacy resource and assistance center promoting programs that offer one-to-one tutoring of basic skills.

Colorado Literacy helped develop and coordinate four Project Literacy U.S. (PLUS) task forces in Colorado to promote the ABC/PBS literacy media campaign. The Denver-Metro PLUS task force is directed by Colorado Literacy. PLUS has generated over 2,500 phone calls from volunteers and potential students. A hotline center was established to receive and refer calls.

Coordination of Colorado Literacy to national programs was strengthened this year by hooking up LITNET, a computer bulletin board developed by the U.S. Department of Education. Through the quarterly newsletter, "Literacy UPDATE," funding opportunities, training, and program development were coordinated within the state.

Twelve volunteer instructional programs were developed with consulting assistance and workshops from Colorado Literacy. Technical assistance was provided in program development, training for program trainers and volunteer tutors, fundraising and grant writing, voluntarism and development of literacy resource and instructional collections.

Special projects include the Colorado Literacy Hotline, VISTA Literacy Corps, Denver-Metro Literacy Project and the Senior Education Project.

# 12 Adult Services

Three adult services programs are part of the State Library which is the "Office of Library and Adult Services" in the Colorado Department of Education organizational structure.

Adult Basic Education (ABE) provides: federal funding on a matching basis to 41 local ABE programs offering instruction at all levels from beginning through high school equivalency, teacher training, assistance with local program development, and a formal structure for program evaluation.

The General Educational Development (GED) program administers GED testing in Colorado through a network of 50 testing centers in local communities. The state program monitors testing center compliance with established rules, policies, and procedures. It also maintains permanent records of examinees' test results and provides duplicate certificates or transcripts.

The Colorado Refugee English as a Second Language (CRESL) program operates under a contract with the Colorado Refugee Services Program of the Department of Social Services to develop and maintain adequate English as a Second Language programs specifically for refugees. CRESL trains and coordinates volunteers for homebound and classroom tutoring, identifies or develops curriculum material, and provides liaison with a variety of refugee services programs.

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# APPENDICES

## Colorado State Board of Education

**1985-1986**

**Donald D. Ament, Chairman, 4th Congressional District**
**Dr. Tom Howerton, Vice Chairman, 5th Congressional District**
**Art Pansing, 1st Congressional District**
**Dr. Richard Kraft, 2nd Congressional District**
**Warren E. "Gil" Gilbertson, 3rd Congressional District**
**Patricia M. Hayes, 6th Congressional District**
**Sybil S. Downing, At large**
**Calvin M. Frazier, Commissioner of Education and Secretary to the Board**

## Colorado Council for Library Development (CCLD)

| CCLD Member | Representation |
|---|---|
| Dan Lester | Academic Libraries |
| Camila Alire | Academic Libraries |
| Myron Vallier | Institutions |
| Donna Good | Congressional District I |
| Betty Flaten | Congressional District II |
| Carolyn Cooley | Congressional District III |
| De Ann Larson | Congressional District IV |
| Lee Connelly | Congressional District V |
| Linda Gallup | Congressional District VI |
| Robert De Kieffer | Library Education |
| Lee Ann Nichols | Public Libraries |
| Charles Bates | Public Libraries |
| Nancy Knepel | Regional Library Service Systems |
| Lis Lord | School Libraries |
| Roger Hannon | School Libraries |
| Lenore Bright | At-large |
| Janet Fleharty | Disadvantaged |
| Priscilla Simmons | Handicapped |
| Jean Bankhead, Chair | Special Libraries |

## COLORADO STATE LIBRARY
## FINANCIAL SUMMARY

FISCAL 1985-1986

| ITEM | ACTUAL FY 85-86 TOTAL FUNDS | FTE |
|---|---|---|
| PERSONAL SERVICES | 718,784 | |
| OPERATING EXPENSES | 104,126 | |
| TRAVEL | 9,818 | |
| LIBRARY MATERIALS | 44,050 | |
| FILM PURCHASE AND CONTRACT | | |
| (Cash) | 30,056 | |
| (General Fund) | 14,700 | |
| REGIONAL SYSTEMS | 1,279,730 | |
| COLORADO REFERENCE CENTER | 784,000 | |
| PAYMENTS FOR LENDING | 121,030 | |
| PROGRAM TOTAL | 3,106,294 | 23.15 |
| General Fund | 3,076,238 | 23.15 |
| Cash | 30,056 | |

## Systems Map

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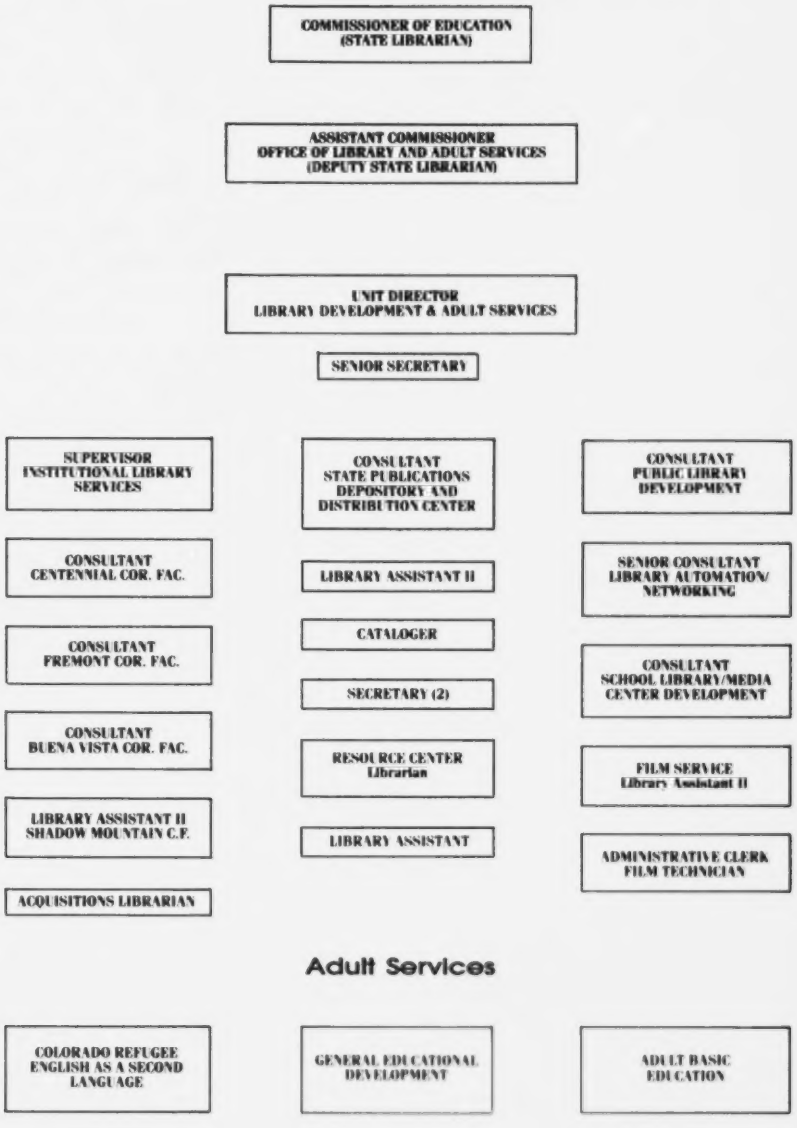
## Colorado State Library Staff

Judith Bernicchi, Librarian, Resource Center
Allan Brown, Library Assistant II, State Publications
David Chandler, Program Manager, Adult Literacy
Faith Clark, Clerical Asst. II, LBPH
Bill Coyle, Consultant, Centennial Correctional Facility
Maureen Crocker, Consultant, Public Library Development
Lois Cross, Volunteer Services Coordinator, LBPH
Elaine Dallas, Clerical Supervisor II, LBPH
Karla Diggins, Library Assistant II, LBPH
Marty De Cou, Acquisitions Librarian, Institutions
Barbara Eaton, Supervisor, Institutions
Susan Fayad, Sr. Consultant, Library Automation/Networking
Barbara Goral, Supervisor, LBPH
Katherine Griffin, Consultant, Fremont Correctional Facility
Lois Gross, Consultant, LBPH
Alison Guild, Consultant, Buena Vista Correctional Facility
John Hempstead, Consultant, School Library/Film Service
Sandy Hillsgrove, Film Service
Keith Lance, Project Director, Long Range Planning
Priscilla Linsley, Supervisor, LSCA/State Administration
Jean Major, Supervisor, Regional Library Service System Coord.
Terri Malucci, Consultant, State Library Administration
Oreada Mitchell, Library Asst. II, Shadow Mountain Correctional Facility
Mary Morrissey, Sr. Secretary, Library Administration
Jody Ohmert, Secretary, Library Development
Donna Olsen, Clerical Assistant IB, LBPH
Dolores Olson, Sr. Secretary, LSCA/State Administration
Dottie Owens, Secretary, Library Development
Dan Petro, Consultant, LSCA/State Administration
Tony Quintana, Clerical Assistant 1B, LBPH
Jim Schubert, Unit Director, Library Development
Susan Smith, Library Assistant II, LBPH
Ellen Thompson, Library Assistant II, Film Service
Colleen Trembath, Library Assistant, Resource Center
Barbara Wagner, Consultant, State Publications

## Adult Services Staff

Ai Dam, Administrative Clerk, CRESL
Dian Bates, Senior Consultant, Adult Basic Education
Debra Fawcett, Cataloger, Adult Basic Education
Bethany Gorneault, Secretary, Adult Basic Education
Kathryn King, Clerk Typist, General Educational Development
Vern Porter, Sr. Consultant, CRESL
Debbie Ratliff, Consultant, CRESL
Eileen Teel, Administrative Clerk Typist, GED
Karen Torp, Consultant, General Educational Development
Liz Waggener, Consultant, Adult Basic Education

## Colorado Department of Education – State Library



SUPERVISOR
LIBRARY FOR THE BLIND AND
PHYSICALLY HANDICAPPED

SECRETARY

CONSULTANT

LIBRARY ASSISTANT II (2)

CLERICAL SUPERVISOR II

CLERICAL ASSISTANT II (3)

COORDINATOR OF VOLUNTEERS

SENIOR AUDIO-VISUAL
TECHNICIAN

SUPERVISOR, LIBRARY
SERVICES AND CONSTRUCTION ACT

SENIOR SECRETARY

CONSULTANT, LSCA

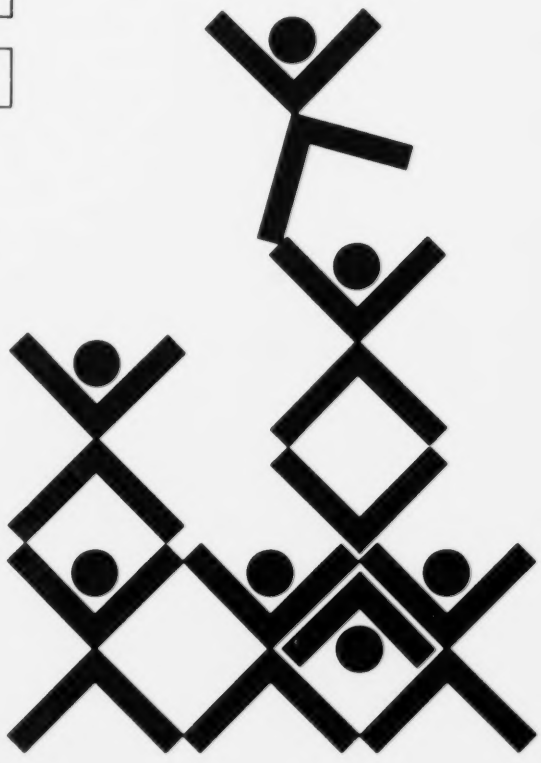
CONSULTANT
ADULT LITERACY

CONSULTANT, STATE LIBRARY
ADMINISTRATION

SUPERVISOR
REGIONAL LIBRARY
SERVICE SYSTEM COORDINATION

LONG RANGE PLANNING
PROJECT DIRECTOR

SECRETARY



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